

**FINANCIAL ADVISORY BOARD MEETING  
AGENDA  
JANUARY 13, 2016  
WEDNESDAY**

**Small Conference Room  
9:00 A.M. TO 10:00 A.M.**

- Item No. 1:** Approval of minutes from September 15, 2015 (Pages 1 – 2)
- Item No. 2:** Update from Council budget process (Budget Message/FAB Discussion attached)-Clint Kinney (Pages 3 – 6)
- Item No. 3:** Update on Aspen School District Funding (Power Point Presentation at the meeting)-Travis Elliott/Clint Kinney
- Item No. 4:** 2014 Compensation and Benefit Study Information (Pages 7 – 23)

**Adjourned**

TOWN OF SNOWMASS VILLAGE  
FINANCIAL ADVISORY BOARD  
September 15, 2015

Item No. 1: ROLL CALL

FAB MEMBERS PRESENT: Gary Hartman, Shawn Gleason, Rick Griffin, Phil Sirianni Jr., Harry Andrews, Greg Smith and David Rachofsky

FAB MEMBERS ABSENT: None

STAFF MEMBERS PRESENT: Marianne Rakowski, Finance Director; Brandi Lindt, Assistant Finance Director; Jen Beach, Accountant I; Clint Kinney, Town Manager

Item No. 2: APPROVAL OF THE JULY 28, 2015 MINUTES

Gleason motioned to approve the minutes. Sirianni seconded, and all members were in favor.

Item No. 3: BUDGET OVERVIEW

Kinney reviewed the nine points of the budget message with the board. The board discussed each of the points.

Item No. 4: PRESENTATION OF 2014 REVISED 2015 PROPOSED BUDGET

Rakowski reviewed the Budget Presentation with the board. The board discussed some of the issues within the budget.

Item No. 5: DEVELOP FAB BUDGET RECOMMENDATIONS

After careful consideration the board came up with the following recommendations.

FAB Budget Recommendations:

- The FAB recognizes the goals and objectives of the Town Council.
- The FAB strongly agrees with the increase of the General Fund Operating reserve.
- The FAB would encourage the Marketing fund reserve to be increased.
- The FAB supports the development of the Capital Improvement Fund and the Capital Equipment Replacement Fund.
- The FAB feels the 3% increase in sales tax is appropriate.
- The FAB agrees that the Marketing fund should reimburse the General fund for expenses associated with special events. The amount should be reviewed yearly to make sure it is supported.
- The FAB is aware that the mill levy for Transportation operations will sunset at the end of 2015.

- The FAB understands the need to hire and obtain reliable staff, but cautions that it might not be the right time or philosophy to convert positions from part time seasonal/full-time seasonal to year round employees causing an increase in benefits.
- The FAB recommends keeping the Recreation Center subsidy the same in 2016 proposed as it is in 2015 revised at a level of 40%.
- The FAB supports keeping the Housing money in the Housing funds.
- The FAB understands that Solid Waste is increasing by 5.2% but feels the cost of contracting service should be reviewed in the future.
- The FAB agrees that health care costs need to be monitored closely.

Hartman motioned to approve the recommendations and Griffin seconded. All members were in favor.

Item No. 4: ADJOURNMENT

Hartman motioned to adjourn the meeting and Griffin seconded. All members were in favor.



## 2016 BUDGET MESSAGE

October 5, 2015

Honorable Mayor and Members of the Town Council:

In accordance with the Town Charter, staff is presenting the proposed 2016 budget to the Town Council. The proposed budget was prepared utilizing existing budget policies, current revenue and expenditure estimates, and input from all of the Town Departments. For many years now, the Town of Snowmass Village has benefitted from conservatively managing its financial position. The Town government has followed an established set of policies that have guided the budget development process and created a fiscally secure position. Those policies and the long-time overarching fiscally conservative philosophy have remained steadfast in the development of the 2016 budget. Overall, the General Fund operating budget is balanced. Operating revenues are slightly exceeding operating expenses while maintaining operating levels of service largely equal to the current year.

Sales tax revenue, the Town's single largest revenue source (35% of all revenues), is budgeted using year-to-date actual returns plus a moderate increase for the remaining 2015 months. Sales tax revenue in 2015 is projected to end the year approximately 5% greater than in 2014. For 2016, an increase of 3% over the 2015 revised numbers is projected in the budget. This projection takes into account many facets such as projected occupancy rates for the upcoming winter season, the strength of the US dollar (that affects foreign tourist numbers), and analysis of recent history and projections. Other revenue sources are projected to have moderate increases.

The budget document is one of the clearest policy statements the Town Council makes to the community. The document prioritizes the resources available and ensures a course of action to implement the goals set by the Town Council. As such, this budget is intended to work toward implementing the Town Council Goal Setting Statement adopted in March of 2015.

Those goals include (in part):

- Sustainability will remain an overarching principle that will guide Town projects
- Take the necessary steps to improve the overall connectivity of the community
- Broadly evaluate the Town's capital needs and make strategic improvements in infrastructure
- Assess the future needs/desire outcomes of the housing program
- Commence an economic development strategy that will enhance the community, not just grow it
- Improve the Town's communication with the community
- Undertake a pragmatic examination of preserving and sustaining the Town's iconic treasures.

Additionally, the Town conducted a statistically valid community survey during June and July of 2015. The community survey identified a number of areas of emphasis on which community members would like the town to focus. The top six areas of emphasis identified by the community included:

- Local economic development and vitality
- The availability of affordable housing
- Addressing town infrastructure
- Addressing walkability, connectivity, and pedestrian safety
- Bringing more tourists to town
- Parks and trails

The tremendous overlap and very consistent findings of both the 2015 Town Council Goal Setting Statement and the citizen survey are exceptionally reassuring and a strong indication that the Council's policy agenda is very much in-line with the community's values and concerns. As such, it is the goal of this budget to address these identified priorities as efficiently and effectively as possible. Some of the specific steps taken in the 2016 proposed budget include:

- 1) The development of a Capital Improvement Program (CIP)
- 2) The development and financing of a Capital Equipment Replacement Fund (CERF)
- 3) The transfer of \$150,000 from the Marketing Fund to the General Fund to pay for expenses associated with special events.
- 4) The stopping of the transfer of funds from the Housing Fund to other funds. As proposed, all revenue generated by housing will remain in the Housing Funds.

In addition to the specific policy related topics stated above, there are several other matters that directly affect the budget and need to be brought to the Town Council's attention. They include:

- 1) The circumstance that the .75 mill tax rate currently dedicated to transit operations is scheduled to end at the end of 2015. This will decrease revenue dedicated to transportation by \$357,000 annually. This amount is proposed to be replaced with General Fund dollars. This tax rate will not sunset, but its required use will change. Approximately \$300,000 of those funds generated by the mill rate will be shifted (a change of earmark) to paying for the Droste open space purchase. This "additional" revenue will be added to the existing payment schedule to make a total debt service payment of \$500K annually for the next two years. This property tax is scheduled to sunset at the end of 2017 when the Droste debt is paid in full.
- 2) Changes to staffing levels that include 1) changing the categorization of positions in Recreation from part-time seasonal/full-time seasonal to part-time year round; 2) in Transportation from part-time year round to full time; 3) (assuming Base Village is approved) creating one new position of building inspector and 4) a Marketing Technician to be added in the Marketing/Special Events Fund.
- 3) Implementing a rate increase of 5.2% for solid waste pick-up and removal.

4) Employee compensation: 1) We are conservatively anticipating a 12% increase in health care costs in 2016. 2) There remains a need to closely monitor health care reform requirements including the potential implementation of the scheduled federal "Cadillac Tax" to take effect in 2018. This is the 40% non-deductible federal government excise tax on employer-sponsored health coverage. 3) Dollars are allocated to allow for an average increase to employee salaries of 4%.

This list of topics are not intended to be all inclusive of the issues addressed by the 2016 proposed budget. Rather, the lists are intended to set a framework to, at least, start a discussion with the Town Council regarding the policy implications within the 2016 budget document.

Clearly, the budget is a complex policy document that contains tremendous levels of information. Staff will be prepared to discuss the document in detail and take direction from the Town Council.

Sincerely,

Clint Kinney  
Town Manager

Marianne Rakowski  
Finance Director

#### FAB Budget Recommendations:

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# *ESM Consulting Services, Inc.*

*Human Resource, Compensation and Training Services for the Public and Private Sectors*

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## **2014 Market Review/Compensation Plan Update and Benefits Comparison**

**Prepared for:**

**Town of Snowmass Village, Colorado**

**June 2014**

Eric S. Marburger, SPHR, IPMA-CP, MBA

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## ***Introduction and Background***

The Town of Snowmass Village has had a consistent pay structure with four separate pay scales based on standard occupational groupings (Labor/Trades, Professional/Management, Public Safety, Support Staff). The last complete review of the pay structures was completed in 2007. Since 2007, the Town has made periodic updates to the structures based on inflation and the Town's ability to fund pay increases for its employees. In July 2013, the Town implemented a three percent adjustment to the four Town pay scales.

The Town asked ESM Consulting Services to review the Town's pay structures based on the most recent market data and to recommend any changes to the pay structure or to individual positions. Additionally, the Town asked ESM Consulting to examine the Town's benefit plans and assess how competitive the benefit plans are relative to market.

ESM Consulting Services is a small, human resources and compensation consulting firm located in Centennial, Colorado. ESM Consulting specializes in the public sector and health care. ESM Consulting conducted the 2007 review for the Town and has been involved on smaller compensation and classification projects for the Town over the years. Eric Marburger and Barbara Phillips were the consultants assigned to this project.

## ***Key Findings***

***The Town's adjustments that have been made over the past few years have maintained a competitive pay structure. There is no need for wholesale adjustments to the pay structures at this time.***

***The Town's benefits plans provide an above average benefit to employees in terms of the health insurance plan design and employee out of pocket costs. The Town has a lower than average contribution to the employee's retirement plan(s).***

***Based on the market survey, changes to job duties, and internal equity issues, there are a few changes to specific positions that are being recommended.***

## ***The Town's Market***

The Town has sought to compare itself with other resort areas in Colorado. This is a common practice that allows the Town to compete with other ski communities and other municipalities that have similar challenges with housing, employees that may commute longer than normal distances and with organizations whose economies are built on similar variables. For most Town positions the market for 2014 includes:

Aspen	Avon	Breckenridge
Crested Butte	Dillon	Durango
Estes Park	Frisco	Mt. Crested Butte
Pagosa Springs	Pitkin County	Silverthorne
Steamboat Springs	Summit County	Telluride
Vail	Winter Park	

These jurisdictions were specifically selected from participants in the annual wage survey conducted by the Colorado Municipal League (CML).

For some Town positions that are relatively unique, the market definition was expanded to be more inclusive. This expansion included some private sector data and jurisdictions outside of the standard resort definition. Examples of positions for which this technique was used include specific positions within the Solid Waste and Housing as well as several positions within the Tourism Department. The Town also provided access to a valid industry survey that assisted in the matching of some Tourism positions.

Because the Town uses a relatively small sampling of comparable organizations (resort type communities in Colorado) and because the Town provides services that are not that commonplace (Solid Waste, Tourism, Transit), some positions do not have large samples sizes of data to compare. In some cases, data is not used or we do not “put much stock” in the data gathered. This forces the Town to then examine the internal equity of positions. If a position has little or invalid market data, the Town must look at other factors in placing it in a grade. These factors frequently include reporting relationships, turnover in that position, a position being “hard to fill” or other data outside of the normal market considered in this review. Pure market data may not place every position in its ideal grade level and Town management should use its discretion about the grade level of some positions for which objective data may be limited.

Lastly, ESM Consulting recently completed a comprehensive compensation and classification review for the Town of Estes Park. The Town of Estes Park had a very similar definition of their market and, when appropriate, data was directly extracted from this previous study. This technique was used for a handful of Town positions in order to incorporate some additional data to which the Town of Estes Park had access.

### ***Methodology used in reviewing position***

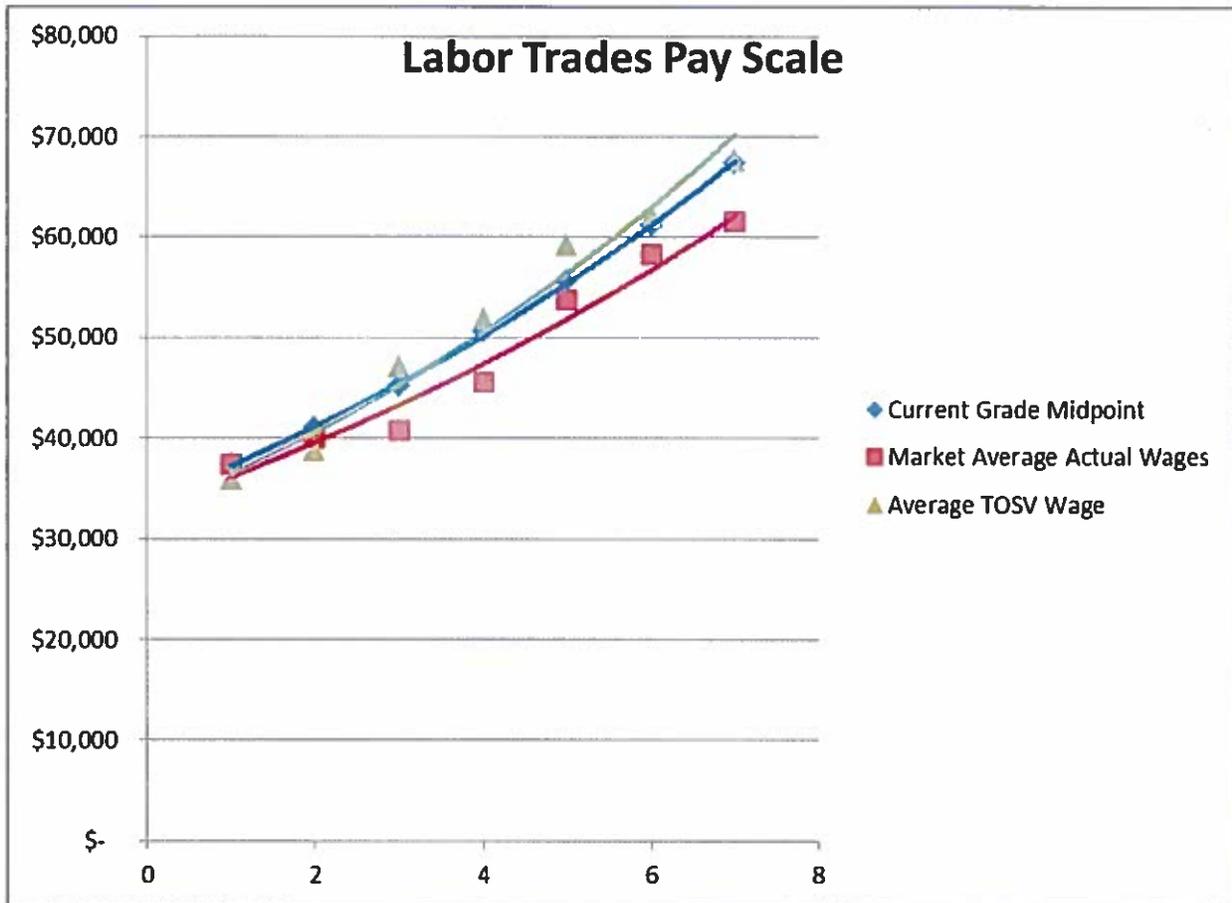
ESM Consulting was provided with all Town job descriptions. These job descriptions were reviewed and compared with the CML job listings in their annual survey. After these preliminary matches were completed, ESM Consulting met with Town leadership to review their positions and to ensure that the preliminary matches were accurate and valid.

In order to ensure that the Town's pay structures are competitive with the market, ESM Consulting compares the actual wages being paid in the market with the midpoints of the Town's pay scales. The midpoint of the Town's pay ranges are designed to be very close to the market average. The result of this means that Town employees who are new to their job or who have less experience are below midpoint/market average and employees with more experience and seniority tend to be above midpoint/market average. Eighty six positions were matched with some type of market data.

ESM Consulting carefully scrubs this data to ensure that jobs are being matched appropriately and that proper weight is given to certain Town jobs. It is also common practice to "blend" two jobs together – this is done when a Town position may wear "two hats" and the result is a more accurate reflection of the Town's position duties and its value in the market.

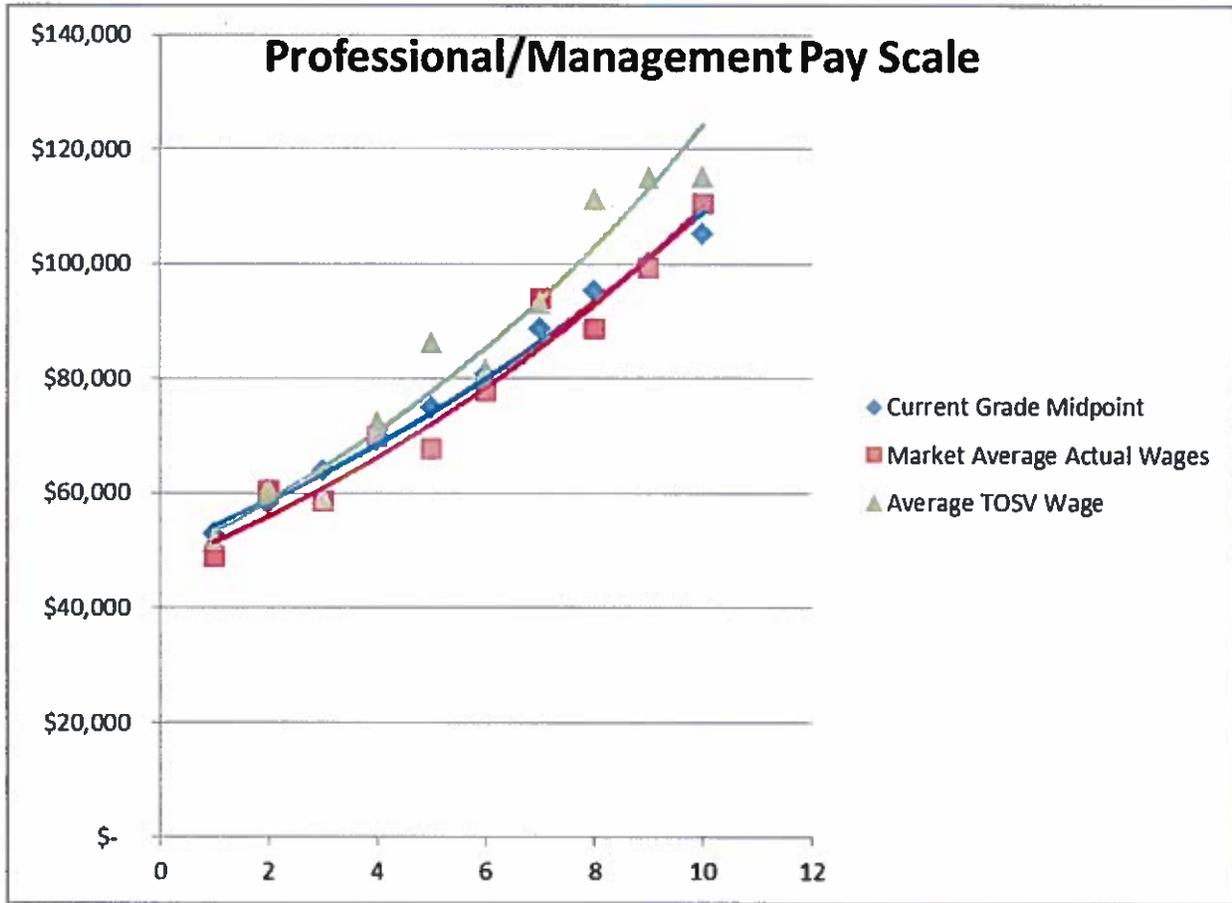
Lastly, the Town's average wages paid to current employees were compared against the market averages and the Town's pay grade midpoints. The results of this review are shown in the four charts below.

## Review of Each Pay Scale Data



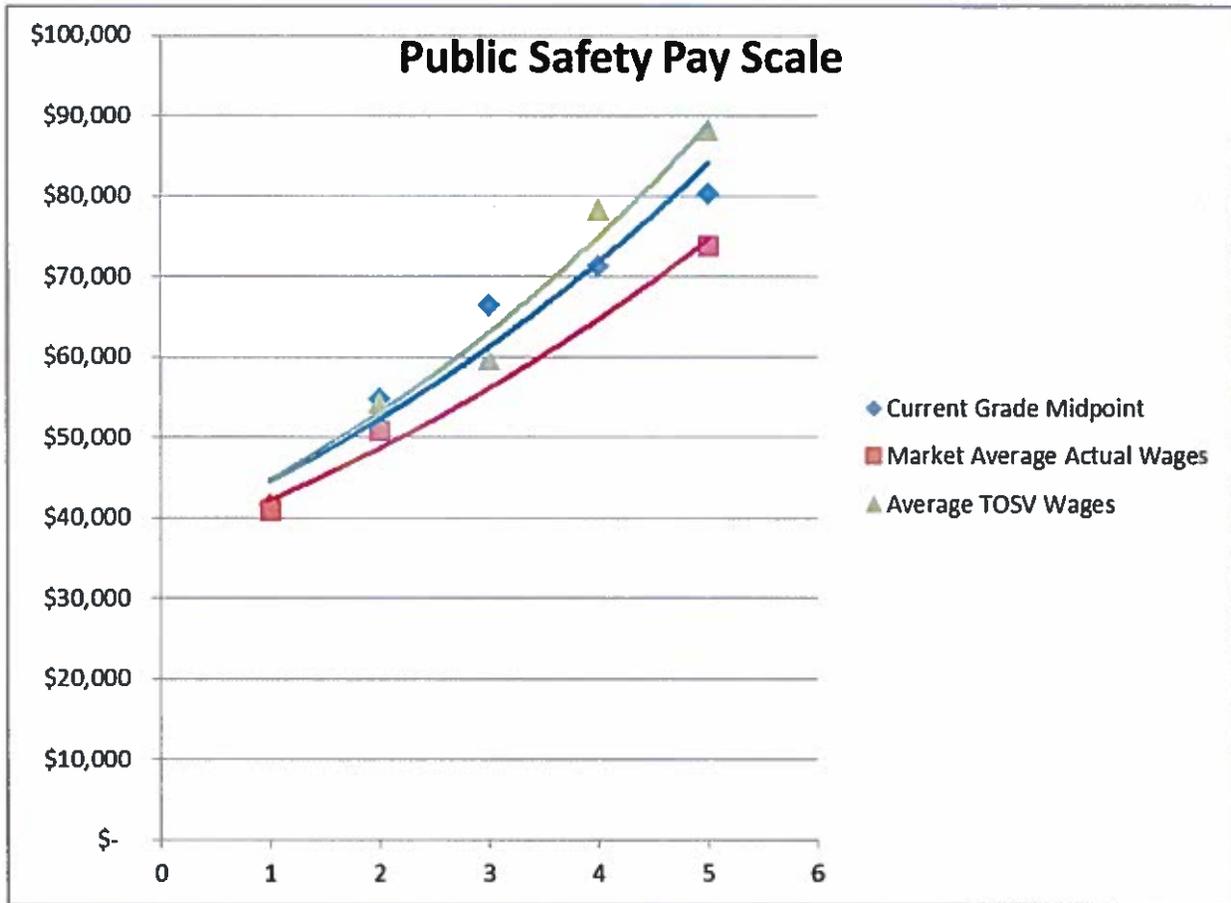
The data above shows the following information for the Labor (L) Pay Scale:

- The Town's midpoint (blue line) is slightly above the market average for similar positions (red line). This simply means that the pay scale is competitive with the market and that no structural adjustments are needed at this time. It also means that the Town's previous adjustments to the pay scale have been prudent and has allowed the Town to remain in a competitive position. This represents an ideal situation.
- The Town's average wage (green line) is slightly below both the market and the Town's midpoint for lower graded positions but it is slightly higher for more highly compensated positions. This indicates that the Town is retaining more highly paid staff and allowing their wages to grow, but that there may be more turnover at the lower levels, where staff is hired toward the minimum of the pay range. This is not uncommon.



The data above shows the following information for the Professional (P) Scale:

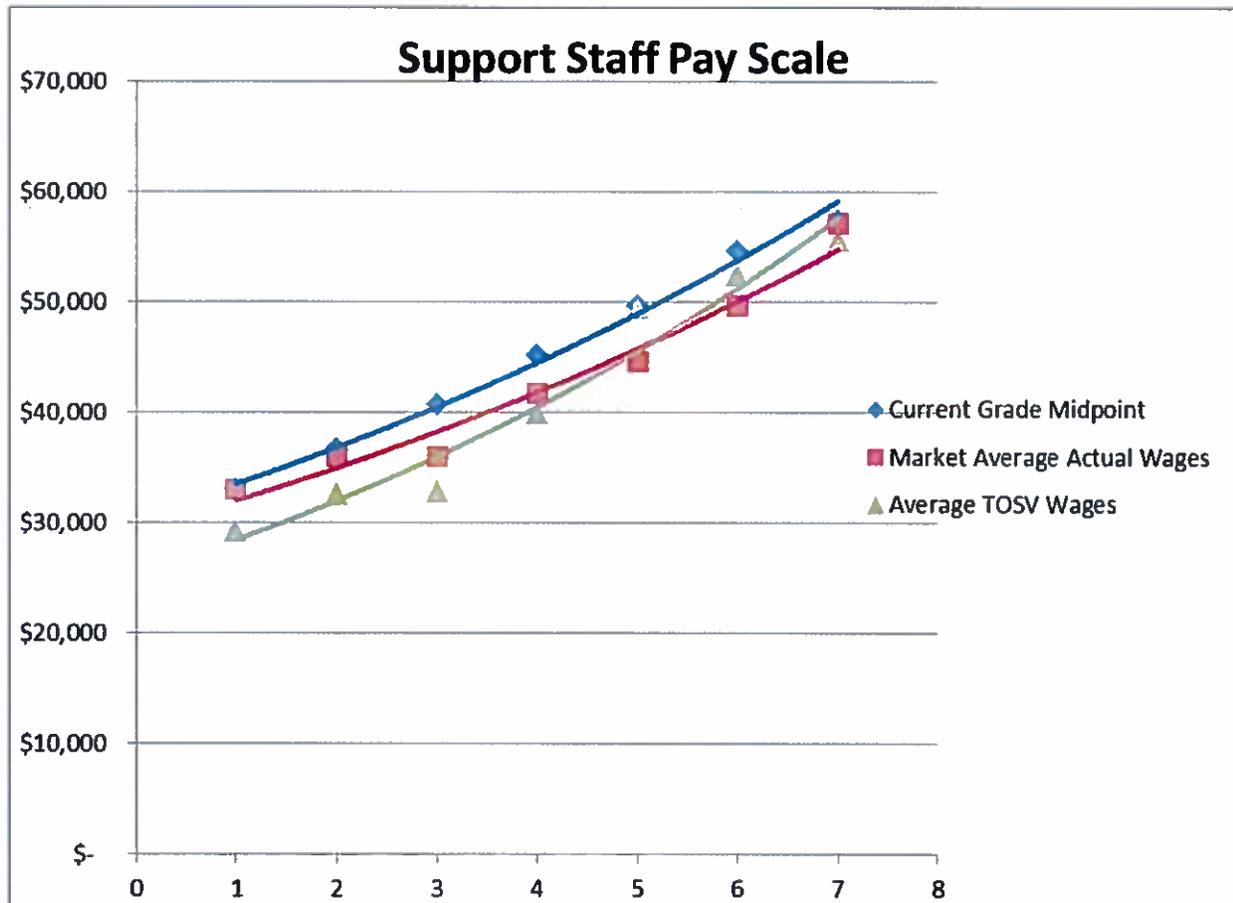
- The Town's midpoint (blue line) is slightly above the market average for similar positions (red line) at the lower end, but then dips below market for higher level positions. In essence, this pay scale becomes less competitive for higher level positions. In reviewing the data around this issue, some organizations in the market have a higher rate of pay for high level professionals, managers and Directors. While no immediate recommendations are being made since the gap is relatively small, it is something to be mindful of and to track over the years. If the disparity becomes too large, it could place the Town at a competitive disadvantage in hiring for these key positions.
- While the midpoints may not be quite as competitive, the Town's actual wages (green line) have kept pace with market. Because of the longevity of several members of the Town's management team, they have had an opportunity for their wages to approach the top of the pay scale.



The data above shows the following information for the Public Safety (PS) Scale<sup>1</sup>:

- Once again, the Town's midpoints are slightly above the market averages, but the gap is not overly large.
- Like the Professional Pay Scale, the green line trending up at the higher end reflects long term staff whose wages have been able to approach the top of the pay scale.

<sup>1</sup> The Public Safety Pay Scale is built with a small number of positions so it is subject to more volatility than the other pay scales. One small change in market has the power to shift the red line dramatically. Changing just one Town employee's salaries can also shift the green line significantly.



The data above shows the following information for the Support Staff (S) Scale:

- For this pay scale, the Town midpoints are slightly above market. Again, this reflects the three percent adjustment that was implemented in July 2013.
- While the starting salaries appear to be adequate in attracting employees to the Town, the current wages of some staff are well below market. It would be reasonable to provide an adjustment for any employees in this position who have been with the Town for multiple years. This should be considered along with the ability to attract capable talent in these positions. Since the Town has the ability to hire above the minimum, it already possesses the tool needed to remedy this should hiring ever become problematic.
- There are a variety of Administrative job titles in different departments which makes them very difficult to compare and to match with market. We have found that many internal equity concerns can be alleviated by simplifying the number of administrative titles and making the job descriptions much more broad and generalized. The Town may wish to review these positions in detail and to develop two to three broad job descriptions that can be used in multiple departments, rather than the very specific descriptions and titles in use now.

The levels of work currently described in the job descriptions appear to be at three different levels. A relatively entry level *Administrative Clerk*, a mid-level *Administrative Assistant* that provides a variety of support to a group or department and a higher level *Executive Assistant* that provides advanced support to an executive or department. While additional, more detailed data would need to be collected, consolidating these job titles and descriptions would simplify the classification process and eliminate much of the internal equity concerns and comparisons that currently exist.

### ***Board employees***

While not listed on the Professional/Management pay scale, the two positions that report directly to the Board have market data available. For the Town Attorney position the available data lists a market average of \$137,360. For the Town Manager position, the data lists a market average of \$147,960.

Town Manager positions tend to have some additional benefits not available to other employees of the jurisdictions. The more common benefits include additional contributions toward retirement, housing allowances, car allowances, severance packages and more contributions towards health and welfare benefits.

### ***Recommendations for Certain Positions***

It is normal for some positions to change based on market factors, internal equity and job demands unique to a certain position. Positions may need to be adjusted to a higher or lower pay grade based on these variables. Also, with four pay scales, it is not uncommon to have a position evolve so that it should be placed in a different pay scale altogether. Some items that we want to bring to the Town's attention include:

- The Snowmass Tourism Director position is not a position typically found in municipal governments. Some private sector market data suggests that this position should be at a grade higher than P13. The Travel and Destination Foundation Survey which we reviewed does identify Public Sector data and suggests the same thing. However, internal equity concerns may make this very difficult to do. There are a couple of options: Create a grade P14 level into which this position could be placed; or, increase the earning potential of this position by adding additional incentives based on performance;

In reviewing other Tourism positions, the market data does not suggest that other positions need to be adjusted.

- The Accountant position has evolved into a professional level position and should be moved from the Support Staff (S) Scale to the Professional/Manager (P) Scale and be listed in grade P4.

## ***Benefits***

### **Health Insurance**

Full time and most part-time Town employees are eligible for a variety of Health and Welfare benefits. Key points:

- The Town currently pays 100% of the premiums for full time employees. The average percentage being paid for employees in the marketplace is 94% with a range of 84% to 100%. Two other jurisdictions pay 100% for employees (Steamboat Springs and Pitkin County).
- For dependent coverage, the Town pays 83% of the premium costs. This compares to an average of 85% in the comparator organizations.
- Where the Town's plan is generous is in the low deductibles and out of pocket maximums. The chart below shows those details:

<b>Organization</b>	<b>Individual Deductible</b>	<b>Maximum Individual Out of Pocket</b>
Snowmass Village <sup>2</sup>	\$250	\$500
Market Average	\$1,833	\$3,583

- The Town's overall premiums are slightly higher than market, but, the Town's funding mechanism simply pays for actual claims incurred. Actual claims, over time, can be controlled to some degree by plan design, employee education and wellness programs aimed at reducing overall health care costs.

The Town's overall health insurance costs are higher than those experienced by the comparator organizations. It should also be noted that all of the comparator organizations are in the public sector which, as a rule, tends to subsidize its employee's health insurance costs to a higher degree than the private sector. A recent outside survey showed the public sector with an average health insurance cost of 12.4% of payroll which was, by far, the highest sector listed.

Within health care, there are numerous variables at play. The fact that Eagle, Garfield and Pitkin Counties were recently listed as the highest health care costs in the County is beyond the Town's control<sup>3</sup>. Additional, the impact of the Affordable Care Act will

<sup>2</sup> The data used in this chart is from "pre-June 2014". The Town has recent increased the deductibles and Out of pocket maximums effective June 2014

<sup>3</sup> MSN Money, February 14, 2014

require that the Town make many plan design changes to not face any excise tax penalties and to maintain an adequate plan design for its employees

### Dental Insurance

Dental Insurance is normally the second largest health and welfare benefit expense. That being said, it is generally less than 10% of the health insurance costs. Key points include:

- The Town pays 100% of the premiums for employees and 83% for dependent dental coverage. This is higher than the market average of 70% and 62% respectively.
- The plan design for the Town's dental plan is a standard PPO model that is by far the most popular plan design.

### Vacation and other Paid Time Off

To compare **vacation time**, we compared the accrual rates for new employees, those with 5 years and those with 10 years.

<b>Years of Service</b>	<b>Town of Snowmass Village</b>	<b>Market Averages</b>
1	80 hours	92 hours
5	120 hours	126 hours
10	160 hours	156 hours
Max Carryover	160 hours	280 hours (only two others reported)

Town employees also accrue eight hours per month of **sick leave**. This is NOT paid out at termination. This accrual of 96 hours per year is exactly the average of the other organizations that have a separate sick leave bank.

The Town provides employees with a combination of **holidays, personal days and floating holidays**. These days add up to 12 per employee per year. In comparison, for those organizations that provide separate holidays, the average is 10.

When viewed in total, the Town's leave plans fall right within market. While the vacation plan is slightly under other organizations, the extra two holidays offset this. The Town's maximum accrual limit of 160 hours is lower than most, but considered prudent. The lower maximum normally has two effects: it forces employees to actually use their vacation which is the reason such a benefit exists; and, it limits the financial liability of the Town as vacation must be paid out at termination so very large vacation banks can become very costly.

**Retirement**

The Town does not participate in Social Security. To offset this, the Town must provide a replacement for this investment in the employee's retirement savings. This is in the form of a seven percent Town contribution to all employees and a mandatory five percent employee contribution. For sworn police staff the contributions are both eight percent. To illustrate:

	Town Contribution	Mandatory Employee Contribution
Town Staff	7%	5%
Sworn Police Staff	8%	8%

For other employers that do not participate in Social Security, the employer contributions average between 10.3% and 10.8%, depending on the employee group<sup>4</sup>. This places the Town 2-3 % below the average of its market competitors who also do not participate in Social Security.

For employers that are within the Town's identified market that participate in Social security, the average total employer contribution is approximately 12.9%. This places the Town 5-6% below what these employers are contributing to their employee's retirement.

	Town of Snowmass Village	Market w/o Social Security	Market w/ Social Security
Average Employer Contribution	7 – 8%	10.3 – 10.8%	Approx. 12.9%
		Aspen, Avon, Durango, Pitkin Co., Summit Co., Winter Park	Crested Butte, Breckenridge, Estes Park, Steamboat Springs

As one more means of comparison, a recent survey conducted indicates that the average percentage of total retirement contributions by public agencies is 14.1% of wages. This data includes many large organizations throughout Colorado. This result significantly exceeds the Town's market listed above.

***Summary Points***

The Town's pay scales have been well maintained since 2007. The midpoints of the pay scales are slightly above market which is a result of the 3% increase provided in July 2013. This is an ideal situation for the Town – rather than lagging the market and

<sup>4</sup> Some employers contribute more to their management team and some more to Public Safety personnel.

always "playing catch-up", the Town is able to slightly lead the market. There is no immediate need to increase any of the Town's pay scales.

Each pay scale chart shows that employees at the higher pay grades are above market and midpoint. This is to be expected as these employees typically have more seniority and have been promoted to these levels over time. Conversely, employees at the lower grades are below or very close to the market average for similar jobs.

The Town's health insurance benefit is generous when compared to the market, primarily because of very low deductibles and out of pocket maximums. The overall costs of the plan could be reduced by increasing these limits. These limits are very low in the current world of High Deductible Health Plans and Health Spending Accounts. Employees would probably have higher costs as a result of any changes. It would take consulting and planning with the Town's benefits broker to determine the potential savings to the plan and costs to the employees. The percentages that employees pay are slightly above, but in line with market.

Conversely, the Town's retirement contributions are below market. The Town does make up for not being part of social security, but just barely. The 6% that would otherwise be going to Social Security is only enhanced by 1-2%. Data shows that employers typically fund between 9 and 13 % toward overall retirement for employees.

It would be easy for us to suggest that the Town decrease its health insurance benefits and increase the retirement benefits to bring both benefits more in line with market. Those decisions must be carefully analyzed, the potential impact on employees determined and then very carefully communicated and executed.

We look forward to presenting this information to the Town Board on June 16<sup>th</sup> and in answering any questions the Town may have.

**TOWN OF SNOWMASS VILLAGE  
CLASSIFICATION SYSTEM - 2015**

**LABOR/TRADES**

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>	<u>RANGE SPREAD</u>
L1		\$ 2,302	\$ 2,648	\$ 2,993	30%
		\$ 13.28		\$ 17.27	
		\$ 27,626		\$ 35,915	
L2		\$ 2,532	\$ 2,912	\$ 3,291	30%
		\$ 14.61		\$ 18.99	
		\$ 30,383		\$ 39,495	
L3	P.W. Solid Waste Laborer	\$ 2,786	\$ 3,204	\$ 3,622	30%
	Custodian	\$ 16.07		\$ 20.90	
	Lifeguard I	\$ 33,431		\$ 43,462	
L4	Building Maint. Mechanic I	\$ 3,064	\$ 3,524	\$ 3,983	30%
	Housekeeper	\$ 17.68		\$ 22.98	
	Lifeguard II	\$ 36,770		\$ 47,800	
	Facility Maintenance Worker I				
	Trails Maint. Specialist I				
	Housing Groundskeeper				
	Ice Rink Attendant				
Bus Driver Trainee					
L5	Bus Driver	\$ 3,371	\$ 3,876	\$ 4,381	30%
	Maintenance Operator I	\$ 19.45		\$ 25.28	
	Snowshoveler	\$ 40,447		\$ 52,574	
	Ice Rink Zamboni Driver				
	Horticulture & Irrigation Specialist				
	Solid Waste Worker I				
L6	Lead Bus Driver	\$ 3,775	\$ 4,341	\$ 4,907	30%
	Maintenance Operator II	\$ 21.78		\$ 28.31	
	Lead Snowshoveler	\$ 45,301		\$ 58,880	
	Building Maint. Mechanic II				
	Facility Maintenance Specialist				
	Solid Waste Worker II				
	Trails Maint Specialist II				
L7	Maintenance Specialist/Mntn Oprtr II	\$ 4,153	\$ 4,776	\$ 5,397	30%
	Lead Bldg. Maintenance Mech.	\$ 23.96		\$ 31.14	
	Facility Maintenance Engineer I	\$ 49,832		\$ 64,766	
L8	Transit Foreperson	\$ 4,568	\$ 5,252	\$ 5,939	30%
	Mechanic I	\$ 26.35		\$ 34.26	
		\$ 54,816		\$ 71,265	
L9	Mechanic II	\$ 5,025	\$ 5,777	\$ 6,533	30%
	Facility Maintenance Engineer II	\$ 28.99		\$ 37.69	
		\$ 60,299		\$ 78,393	

**TOWN OF SNOWMASS VILLAGE  
CLASSIFICATION SYSTEM - 2015**

**SUPPORT**

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>	<u>RANGE SPREAD</u>
S1	Recreation Assistant Camp Counselor	2,465	2,833	3,204	30%
		14.22		18.48	
		\$ 29,577		\$ 38,447	
S2	Data Entry/Clerical/Recept.	2,735	3,145	3,556	30%
		15.78		20.52	
		\$ 32,818		\$ 42,672	
S3	Guest Services Representative Secretary to Town Clerk	3,036	3,491	3,946	30%
		17.51		22.76	
		\$ 36,431		\$ 47,349	
S4	Transportation Administrative Assistant Police Admin Ass't-Records Clerk (added 1/9/13) Group Sales Coordinator (added 1/24/12) Recreation Coordinator	3,369	3,875	4,380	30%
		19.44		25.27	
		\$ 40,430		\$ 52,558	
S5	Police Records Specialist Public Works-Administrative Assistant (eff 10/9/12) Marketing Coordinator (added 10/9/12) Housing Secretary	3,707	4,263	4,818	30%
		21.38		27.80	
		\$ 44,478		\$ 57,815	
S6	Town Clerk-Administrative Assistant Permit Technician S'mass Tourism Administrative Ass't	4,077	4,689	5,300	30%
		23.52		30.58	
		\$ 48,929		\$ 63,605	
S7		4,282	4,923	5,565	30%
		24.70		32.11	
		\$ 51,381		\$ 66,782	

**TOWN OF SNOWMASS VILLAGE  
CLASSIFICATION SYSTEM - 2015**

**PUBLIC SAFETY**

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>	<u>RANGE SPREAD</u>
PS2	Traffic Control Officer Animal Control Officer I	3,095	3,559	4,022	30%
		\$ 17.86		\$ 23.21	
		\$ 37,140		\$ 48,268	
PS3		3,559	4,092	4,626	30%
		\$ 20.53		\$ 26.69	
		\$ 42,704		\$ 55,509	
PS4	Animal Control Officer II Police Officer I	4,092	4,706	5,319	30%
		\$ 23.61		\$ 30.69	
		\$ 49,107		\$ 63,831	
PS5	Police Services Technician	4,502	5,177	5,851	30%
		\$ 25.97		\$ 33.76	
		\$ 54,025		\$ 70,217	
PS6	Police Officer II	4,952	5,694	6,437	30%
		\$ 28.57		\$ 37.14	
		\$ 59,428		\$ 77,248	
PS7	Police Officer III	5,323	6,122	6,921	30%
		\$ 30.71		\$ 39.93	
		\$ 63,882		\$ 83,058	
PS8	Police Sergeant	5,991	6,890	7,789	30%
		\$ 34.56		\$ 44.94	
		\$ 71,894		\$ 93,472	

**TOWN OF SNOWMASS VILLAGE  
CLASSIFICATION SYSTEM - 2015**

**MANAGEMENT/PROFESSIONAL**

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>	<u>RANGE SPREAD</u>
P4	Recreation Program Manager Aquatics Manager Accountant I	\$ 3,944	\$ 4,536	\$ 5,128	30%
		\$ 22.76		\$ 29.59	
		\$ 47,333		\$ 61,541	
P5	Building Inspector I Accountant II Guest Services Supervisor Payroll & Benefits Manager Recreation Center Manager-eff 7-24-14	\$ 4,338	\$ 4,990	\$ 5,640	30%
		\$ 25.03		\$ 32.54	
		\$ 52,058		\$ 67,685	
P6	Financial & Sales Tax Analyst Planner Assistant Housing Director Group SIs Mgr-Social & Leisure Sales	\$ 4,774	\$ 5,489	\$ 6,205	30%
		\$ 27.54		\$ 35.80	
		\$ 57,283		\$ 74,458	
P7 Eff 1/29/15	I.T. Manager Senior Planner Parks & Trails Manager Public Relations Mgr-Marketing Events/Sponsorship Market-Mgr Online Marketing Manager/Social Media	\$ 5,056	\$ 5,940	\$ 6,824	35%
		\$ 29.17		\$ 39.37	
		\$ 60,670		\$ 81,893	
P8	Plans Examiner Transit Supervisor (eff 7-24-14)	\$ 5,362	\$ 6,435	\$ 7,507	40%
		\$ 30.94		\$ 43.31	
		\$ 64,347		\$ 90,085	
P9 Eff 5-26-15	National Sales Managers Town Clerk Assistant to the Town Manager Assistant Finance Director Marketing Director Facility Maintenance Superintendent Fleet Superintendent Road Superintendent Solid Waste Superintendent	\$ 5,898	\$ 6,928	\$ 7,957	35%
		\$ 34.03		\$ 45.91	
		\$ 70,781		\$ 95,483	
P10	Chief Building Official Parks, Recreation & Trails Director	\$ 6,341	\$ 7,609	\$ 8,878	40%
		\$ 36.58		\$ 51.22	
		\$ 76,087		\$ 106,535	
P11	Transportation Director Housing Director	\$ 6,816	\$ 8,180	\$ 9,543	40%
		\$ 39.33		\$ 55.06	
		\$ 81,796		\$ 114,518	
P12	Group Sales Director	\$ 7,157	\$ 8,589	\$ 10,020	40%
		\$ 41.29		\$ 57.81	
		\$ 85,886		\$ 120,244	
P13	Public Works Director Community Development Director Finance Director Chief of Police	\$ 7,515	\$ 9,019	\$ 10,521	40%
		\$ 43.36		\$ 60.70	
		\$ 90,180		\$ 126,256	
P14	Snowmass Tourism Director	\$ 7,892	\$ 9,470	\$ 11,048	40%
		\$ 45.53		\$ 63.74	
		\$ 94,699		\$ 132,578	